

**City Manager Rashad Young Statement in Response to claims of a  
“Subculture of Corruption”  
in the Greensboro Police Department**

**August 12, 2010**

There have been, over the last several months, many accusations and allegations regarding the Greensboro Police Department (GPD). These allegations from both officers in the department as well as some community members have labeled the department as having a “sub culture of corruption” and an environment of double standards, retaliatory treatment, discrimination and harassment. These charges have not only served as a distraction to the mission that the men and women of the Greensboro Police Department have to serve the citizens of this community but also has the potential to undermine and erode the public confidence that citizens have in our police department. While I cannot comment on the specific cases of specific officers, I will address how we have worked to ensure an equitable and fair application of policy and rules to all employees.

Let me first address the request for outside investigations of the Greensboro Police Department, particularly the call for a Justice Department inquiry. I have repeatedly said that there is not a basis for a Justice Department Review, as there is no evidence I have seen of a pervasive culture of corruption in the department or that there exists some conspiracy of actions and activities to subject Black or Latino police officers to disparate or unequal treatment. In fact we have taken a number of actions in recent months and even prior to my arrival at the City of Greensboro to ensure that the systems we have and the processes we use sustain a level of fairness and equity for all members of the department.

Even still, it should be pointed out that the Justice Department began an inquiry and investigation into the GPD in April of 2009. To date, we have provided volumes of information to the Justice Department. We have never been advised of the conclusion of their inquiry and have and would continue to fully cooperate in any request for information or investigation. Additionally, the City of Greensboro spent \$225,000 on the management and staffing report conducted by Carol Buracker and Associates which reviewed the operations, structure, and management of the Greensboro Police Department. The report was conducted in eight phases and contained over 600 pages detailed in nine chapters and offered over 200 recommendations. Of particular note is that the study reviewed and analyzed the human resource practices of the GPD, everything from the demographics and recruiting practices, to the grievance process, internal affairs and administrative investigations, and promotional processes. Over 78% of the recommendations have been implemented.

In addition to the several and comprehensive reviews that have already occurred with respect to the GPD and its practices, let me share with you the additional changes that have been made or soon will be made.

Promotional processes have been changed to improve transparency.

- The promotional process now focuses on multiple factors including a written test, assessment exercises and seniority.
- A banding procedure is in place which reduces subjectivity in promotional decisions.
- Test and assessment construction is managed by outside neutral vendors and is validated for disparate impact.

In August of this year we also will be changing the process for specialized assignments to ensure that there is consistency and fairness in these opportunities.

- All assignments will be posted.
- Applicants will undergo an interview by panel.
- Applicants' personnel file will be reviewed.
- All applicants will be rank ordered.
- The Chief Of Police will receive the rank ordered list and if the rank order is deviated from an explanation must be provided to the candidate.

We also are changing the process of how off duty details and outside work is managed. Again, to ensure fairness and consistency for all members of the department, GPD will implement Telestaff. Telestaff will assign off duty/overtime assignments based on a first come first served automated system, except where specific skill sets are required. Implementation has begun, with full implementation in 2011.

In July of this year I endorsed the recommendations of a disciplinary task force I created in January of this year that made changes to the disciplinary system to ensure that from a citywide perspective, discipline is fair and consistently administered. Changes include:

- Standardization of the grievance policy and timelines throughout the City
- Limits to the number of people within the organization who have the authority to suspend, demote, or terminate an employee
- Mandate of a pre-corrective action conference
- Require Human Resources and Legal to review all disciplinary actions to ensure adherence to appropriate processes and to ensure consistency.

These changes are important and a critical part of this conversation as to the culture and practices of the Greensboro Police Department because it suggests that this organization continues to be proactive in making sure that we have an operating and workplace environment that strives to ensure fairness, equity, and consistency in the GPD. In fact, in assessing whether or not there exists a culture of systemic and pervasive environment of double standards and disparate treatment, we have reviewed the impact of the systems we use and the organization process to reward and penalize employees to determine if such an environment exists. If in fact the kind of

disparities that have been alleged exists I would expect to see it in how we discipline employees, how we promote, and how we investigate members of the department.

By way of context, in the sworn ranks of the GPD 77% of the employees are white and 23% are minority.

- From 2005-2007 73% of the promotions that took place in the department were of white members and 27% were non-white (19% were female).
- In 2008 no minorities were promoted and 25% of white employees who were eligible were promoted.
- In 2009 71% of the minorities eligible to be promoted were as compared to 60% of whites.
- In 2010 YTD 50% of the minorities eligible to be promoted were as compared to 53% of whites.

As of today, 21% of the supervisors in GPD are minority versus 79% white.

- In 2008 47% of the disciplinary actions imposed were on minority employees versus 53% white.
- In 2009 73% of the discipline imposed was on white employees versus 27% on minority employees.
- In 2010 YTD 80% of the discipline imposed was on white employees versus 20% on minority employees.

With the exception of 2008, the imposition of discipline mirrors closely the demographics of the Greensboro Police Department.

I also want to address the issue raised that employees are subjected to negative repercussions if they avail themselves to the grievance or complaint processes. To be certain, employees can file a complaint or grievance without fear of reprisal. City of Greensboro policy and practice does not support disciplinary or adverse action taken against an employee for filing a complaint or utilizing the grievance process. This administration will investigate any and all complaints and evaluate and respond to all grievances based on policy and best business practices. However, we expect all employees to adhere to standards of professional conduct and truthfulness in following the grievance process or submitting formal complaints.

There also have been questions raised about our Fitness for Duty and Family Medical Leave Act (FMLA) practices. To be certain, no employee should be subjected to a fitness for duty evaluation based upon the utilization of the grievance or complaint process. This would not comport with our organizational norms or values. The Fitness for Duty policy is codified in GPD directive 8.2. This directive provides a process of psychological evaluation based on a number of factors and criteria. In understanding the GPD's Fitness for Duty process it is important to also refer to Directive 7.5, Professional Standards Program. This program, by policy, is a non-disciplinary avenue to address problems as early as possible in a proactive manner. The Professional Standards Program provides for a process of evaluation by a panel who can then recommend an appropriate course of action, if any. Those recommendations can

include referral to the Department's Psychological Assignment Program where the policy surrounding Fitness for Duty evaluation is located.

The City of Greensboro's FMLA practices are codified in Personnel Policy F-6. It states in relevant part, "*When an employee notifies the supervisor of a potential FMLA event, or after the employee has been absent for five business days, the supervisor will send the FMLA Leave Request Form to the FMLA Coordinator in Human Resources so the FMLA packet can be sent to the employee. The FMLA packet is sent by certified mail.*" Therefore, the City's practice of asking employees to fill out FMLA paperwork is based on the employee's leave status and is not related to Fitness for Duty or any other administrative action.

We have had detailed, thorough and rigorous reviews of virtually every aspect of structure, management, and operation of the Greensboro Police Department. We have proactively continued to review our policies and systems, making changes and modifications where necessary and appropriate. We have refined our promotional processes, disciplinary process, overtime assignment process, off duty detail process, internal investigations standards and processes, as well as improved the relationship with the Complaint Review Committee (CRC). We have cooperated with all investigations and inquiries into the GPD. We have instituted mechanisms for employee discussion and feedback and have increased the number of available opportunities for employees in GPD in particular to communicate any workplace issues or problems they perceive. **We have been exhaustive in making sure that the Greensboro Police Department is managed appropriately, structured efficiently and operates professionally and with integrity.**

I am absolutely committed to continuing to improve our organizational structures and systems as to achieve the policy preferences of the City Council and meet the service expectations of our community. I also am committed to demanding professional standards of conduct and behavior of every employee in the City of Greensboro.